At Almost Family we have always emphasized serving customers to the best of our ability. And if you instantly thought “patients” when you read that sentence, well, you’re half right! We also have a valued group of internal customers—our employees—and we’re just as committed to making life better for you.

When we’re looking to the future, we don’t want to just guess at what matters most to you, the faces, hands, and feet of our company. This is why we conducted our first official employee survey last year. We wanted to know how we were doing in support of you and all the wonderful people we count on to be senior advocates across the brands that make up Almost Family. I have continually said the results of this process were EYE OPENING, and they have guided much of our work this past year. So thanks for being a part of making our company better.

After the survey, I shared the results. I also told you that we would be focusing on three specific areas: technology, communication, and recognition. I later shared more specifics on our plans in each area.

Some of our efforts have been easier than others. For example, on a personal level, I’ve changed how I communicate with individuals and groups throughout the organization. Communication is a two-way street; I’ve spent much more time asking questions and listening. That has helped me be better informed and aware so I can be more effective.

We have accomplished a lot in the area of technology. In fact, you’ll find a Technology Report included with this newsletter that provides far more detail on the technology front. You’ll note in that report, some improvements have not been seen throughout the company but are coming soon to a “theater near you.” I’m proud of the time and resources we’ve invested to position technology to make your lives and our patients’ lives better. We’ve done a number of studies and spent countless hours getting ready to implement tools in 2017. I’m confident you will experience a dramatic change in our technology and capabilities in the year ahead.

It’s important to recognize people for doing great work. So in 2016, we created a company-wide program to identify and call out exceptional performance. We celebrated many of you who routinely make lives better through home care. And you know what, WOW!!!! I think it’s inspiring all of us. I hope you do, too. Please help us continue to build the habit of identifying and recognizing true excellence.

I hope you find this newsletter helpful. It is a bit of a review of the past year and a peek into some of the exciting projects ahead. As you read it, please know I will deliver on promises to you as we continue to build a great company together.

I’m eager to provide future updates on our progress. More important, I look forward to hearing from each of you in our second employee survey in October. Last year you spoke and we listened. I’ll continue to rely on your voice to shape our future and I ask you to encourage all your peers to participate in this year’s survey.

Thank you for your time. Your opinions and well-being matter! We know we won’t keep growing and making the lives of our patients better if we don’t have happy, engaged employees. It’s been a great year…and together we’ll make next year even greater.

You told us communication matters to you. We agree. To share your thoughts on this newsletter, please email us at feedback@almostfamily.com. We want your honest impressions and ideas for future issues.
The past year has been a time of amazing growth and change for Almost Family. I hope you are proud to be a part of an organization that serves so many patients. We are truly making a difference in people’s lives—and as you read this newsletter, you’ll see that more and more of them are benefitting from the care that employees like you provide.

For starters, we have added WILLCARE, Ingenios, Blackstone, Bayonne, Long Term Solutions, and recent acquisitions from ResCare to our family of high-quality home care brands. At the same time, we have added over $100 million in annual revenue and over 4,000 employees. I’m happy to say that we’re one of the largest, most respected home health providers in the entire country.

What’s more, I have the great privilege of representing our company and the interests of both our patients and employees in two critical places: Washington Medicare policy and New York financial markets. I am so excited about both of these opportunities and I’d like to tell you a little more about them.

In Washington, D.C., where Medicare policy is made, we are known for being fair, honest advocates—for patients, taxpayers, and, yes, the Medicare beneficiaries we’ll all someday be if we live long enough. We do all we can to extend the life of this crucial program. We know we depend on it and so do our children, their children, and the children of generations to come. Our entire business model is rooted in this responsibility.

Our efforts in Washington—guided by William and me and driven and executed by Denis Fleming and his team—continue to set us apart. Over the past year we’ve held in-person meetings with CMS, House Ways and Means, Senate Finance Committee, and the Medicare Payment Advisory Commission (MedPAC). In every case we have pressed to improve program integrity controls and to enhance and develop the home health benefit. Our goal in every discussion has been to reach more seniors and add more value to the Medicare program.

This is work that will never be completed. It is a long-term process that will require tenacity and commitment to doing the right thing. Fortunately, all of us at Almost Family possess these traits. If we didn’t, we couldn’t do this tough and important job.

Also, we must never forget the stakeholders who finance our growth and development. I am talking about the lenders and shareholders who make literally hundreds of millions of dollars available to us. This capital, along with your hard work, has made possible our rapid growth trajectory.

There are people who feel that quality patient care and reasonable financial returns are somehow mutually exclusive. We at Almost Family respectfully disagree. We understand the role each plays in delivering the other. Without funding we could not finance program development, purchase software and technology, implement educational programs, and employ the staff necessary to meet patients’ needs and to further our mission.

Prudent fiscal management, combined with compassionate, competent care consistently delivered, makes possible the kind of rapid growth trajectory we are creating.

I also want to recognize the nearly 100 finance department employees and managers, who keep the books, collect the bills, pay the bills, and pay all of us. Working well behind the scenes, they play a critical role in our company’s success. I want to thank them for their commitment to making Almost Family such a well-run company.

We should all feel good about what we do for a living. In-home care is cost effective. In-home care helps patients avoid unnecessary institutional care. In-home care makes the lives of our sick, elderly, and lonely a little brighter. In short, in-home care works—and you are the people who make it work.

Thank you for all that you do. I appreciate it. Your coworkers appreciate it. And your patients couldn’t live without it.
In some companies, these are just buzzwords. Leaders may toss them around a lot and post them on break room walls—but employees don’t pay much attention. That’s too bad. A well-crafted mission, a well-defined vision, and a clear set of values that everyone shares and lives are what shape a company’s culture. They keep the organization strong and thriving.

Here’s the good news: Almost Family doesn’t have the “buzzword problem.” Our employees are passionate about caring for the patients who open their homes and entrust their lives to us. That passion is already there. If not, you wouldn’t have chosen to do this tough, heartbreaking, deeply important work to begin with.

That’s why when our first all-employee survey told us we needed to revisit our mission, vision, and values, we were relieved. We knew the most critical pieces—the mindset and “heartset” of our people—were already in place. The fact that employees insisted we keep our focus on senior advocacy proved this. Our task was to find the words that would help spark their passion and translate it into action.

Joseph Michelli, an expert in culture change and definition, agreed to guide us. With his help we formed a workgroup representing different geographic territories and roles throughout the organization. Thanks to their work and the work of others, Almost Family now has an updated mission, service vision, and values.
Our Mission:
We make lives better through home care.

Our Vision:
We are senior advocates who are passionate about home care, looking beyond obvious needs, and exceeding expectations.

Our Values:
We put patients first.
We are compassionate.
We are involved in team and community.
We are accountable.
We grow.
We celebrate excellence.

The first phase was introducing our new mission, vision, and values through posters, games, and video clips from our leadership. The next phase will introduce “ICARE” behaviors to ensure that our actions reflect our mission, vision, and values. This has been such an exciting process, and it has sparked several company-wide initiatives.

One such effort is our WOW recognition program. We’ve been educating our managers on how to recognize employees who go “above and beyond” the call of duty. By drawing attention to these WOW moments, our leaders play a vital role in making the celebration of excellence a key part of the Almost Family culture.

“Living the Mission”
Employee Recognition Program

This program was designed to remind us all to acknowledge those moments that we “live the mission.” We held a contest in which we asked people to write about a time they or someone else went beyond expectations to make a patient’s life better.

Employees submitted more than 150 examples of “living the mission.” The eight winners were announced at an awards banquet in Louisville, and their local leadership has been celebrating their success with them.

They are as follows:

Mederi Caretenders: Sarasota, Florida
* A Birthday to Remember:
* Team Throws Surprise Party for 103-Year-Old Patient
* Submitted by Denise Pedersen, Clinical Team Assistant
* Winner: Eileen Phillips-Steffens, Physical Therapist

SunCrest: Gallatin, Tennessee
* Extraordinary Actions Avoid a Hospitalization
* Submitted by Karen Ford, Director
* Winner: Velma (Lynn) Word, Staff RN

Mederi Caretenders: Gainesville, Florida
* Patient’s Goal for Granddaughter’s Wedding
* Submitted by Katie Islam, Director
* Winner: Julie Drew, SLP, and Mike Hensley, PT

Almost Family Home Office: Louisville, Kentucky
* Care and Compassion for Each Other
* Submitted by Ashley Woodruff, Staff Accountant
* Winner: Ashtan McCullum, Sr. Staff Accountant

WILLCARE: Lake Katrine, New York
* Respecting Every Patient, Every Time
* Submitted by Melisaa Lown, Director
* Runner-up: Crystal Bruce, Personal Care Aide

Angels of Mercy: Logansport, Indiana
* Going Above and Beyond for Every Caller
* Submitted by Janelle Lesher, Clinical Team Assistant
* Runner-up: Nicole Felty, CLM, and Sabrina Zellers, CTA

Patient Care: Franklin Lakes, New Jersey
* Pets Are Important!
* Submitted by Barbara Toms, Clinical Manager
* Runner-up: Denise Funnell, LPN, and Joyce Lorusso, RN

Caretenders: Lexington, KY
* Personal Thank You for Every Patient
* Submitted by Norah Qabazard, Clinical Manager
* Runner-up: Mark Dodson, Physical Therapist
We will be sharing these stories with the rest of the organization in articles and videos; in fact, we wanted to print an excerpted version of the first place one here:

_A Birthday to Remember: Team Throws Surprise Party for 103-Year-Old Patient_

Our physical therapist Eileen Phillips-Steffens truly went above and beyond in her care of a 103-year-old patient. The patient—we’ll call her “Mary”—was completely bedbound, with only her 97-year-old husband to care for her.

Eileen and her other team members have worked diligently with Mary, her husband, her family, and her caregivers, educating and training them on how to best take care of her. Now, she is eating better, having fewer falls, and moving around her home with minimal assistance.

When Mary’s 103rd birthday was approaching, Eileen wanted to do something special for her. So, along with our executive director, our director of professional services, and our home care representative, she set up a surprise party and honored her with a cake, balloons, and flowers.

Now, Mary feels like she has a new lease on life and is looking forward to celebrating her 104th birthday.

What a wonderful example of a team coming together to live Almost Family’s values and do something deeply meaningful for a patient! We will continue to ask you to send us stories like these. We are working on an ongoing way to collect and share them, so please speak up!

_A Red Cross Partnership_

In the past, many employees have asked if we could find a charity that everyone in the organization could support. Well, we listened! This year we formed a partnership with the Red Cross.

While the Red Cross is best known for its disaster relief programs and blood donations, it has also kicked off a Home Fire Safety Campaign. Its goal is to reduce the number of injuries and deaths by home fires by 25 percent over a five-year period.

This mission melds perfectly with our mission. We can “make lives better” by making homes safer. And so, we not only donated money to this campaign, we agreed to take part in a pilot program in the Kentucky region aimed at going “above and beyond” the safety education that is the requirement. This is really all about living our mission, being passionate about home care, and believing in our ability to make a difference in the lives we touch.

Specifically, for every patient and client we serve, we’ve committed to:
- Provide a checklist of safety tips.
- Discuss and identify on a magnetic sheet their emergency exit plan.
- Not only ask if they have smoke alarms, but check to see if the alarms are working.
- Send a written request to the Red Cross when there’s a need for additional or replacement smoke alarms (at no charge to patients).
When a company has more than 250 locations in 15 states—not to mention nearly 15,000 employees—there are thousands of i’s to be dotted and t’s to be crossed. These are the “stealthy” transactions that few people ever see—and yet, if they weren’t done properly, all of our work would come to a grinding halt.

I applaud the Administrative Services staff for expertly handling all of these crucial details so the rest of the company can concentrate on patient care and on growing our business. The Administrative Services Department has been busy this past year! Here are just a few of the ways these outstanding employees supported Almost Family during the first half of 2016 alone:

They kept us legal. Administrative Services staff worked with the agencies’ management to complete licensure applications and credentialing for various provider agreements to allow our agencies to operate and bill for services. In all, they helped complete license applications for 110 locations.

They sliced through a mountain of “red tape.” No one enjoys bureaucratic paperwork, but Administrative Services employees cheerfully managed all communication with Medicare and Medicaid. This includes all the extra work involved with acquisitions and the change-of-ownership process.

They invested in our company’s future. Administrative Services managed the details of $1.75 million in capital expenditures to ensure our agencies have the right tools (furniture, computers, medical equipment, etc.) to care for our patients.

They helped us save on rent. Our team negotiated 29 leases for an overall 8 percent decrease in cost for Almost Family.

In addition, 75 employees have volunteered to take part in neighborhood canvases with the Red Cross. This means providing safety education and installing smoke alarms in homes the fire departments have identified as high risk for fires.

So far, in the Kentucky market alone, we’ve taken these steps in over 2,600 homes and identified the need for smoke alarms in over 700 of them (and the numbers keep growing). Now that is a WOW moment!!!

Whatever shape our Red Cross partnership may take in the future, we know we really are saving lives, and that’s what keeps us going.

These are just a few examples of what we’ve done to renew our culture. We know it will be an ongoing process. That’s okay. It’s a labor of love to help our people more deeply engage in the incredible work they do. We hope you find it just as rewarding.
They protected our interests. They reviewed an average of 80 incident reports and 175 medical records requests from agencies each month to protect Almost Family from third party liability. If a potential exposure was noted, Administrative Services worked with the operation staff to analyze the situation and with our insurance company and outside legal resources to address it.

They helped us get better and get back to work. The Administrative Services team worked with agencies on employee injuries to help injured employees recover quickly and allow them to get back to being productive staff members.

They helped give us a beautiful new home base. Our team oversaw the expansion of the home office space designed to accommodate the new locations that were added to our family of agencies in New York, Connecticut, Ohio, and New Jersey. This means expanded work areas for many departments, new meeting rooms for employee collaboration, a 2,500-square-foot state-of-the-art conference center to be used for education and management orientation, and a bigger employee lounge/break room.

Of course, the more efficiently Administrative Services can handle all of these details, the better. That’s why we plan to continue automating our work processes to smooth interactions between agency and corporate staff. Right now we’re reviewing potential vendors that will allow us to electronically submit credentialing information for Medicare and managed care contracts. We will also implement an electronic incident report system to help all agencies more easily submit and track unusual events. We will be selecting a single medical supply vendor to interface with our patient information system.

These are exciting times for Almost Family. When I started working here 18 years ago, I could never have imagined we would grow into the company we are today. I am proud of our accomplishments and the opportunities that lie ahead. And I’m grateful to be a part of the team whose behind-the-scenes work keeps us growing, thriving, and moving ahead in our mission to make lives better through home care.

Lately

Almost Family has enjoyed phenomenal growth. And while it’s true that there is great need for our services, it’s also true that we couldn’t meet that need if we weren’t already doing a lot of things right. We have terrific employees, awesome leaders, a winning strategy, solid processes, and a vibrant, service-minded culture—and all of this gives us the foundation we need to forge ahead in exciting ways.

Over the past year, we added to our family, extended the reach of our business, and continued providing the highest quality care—all while adapting to an ever-changing health care environment.

For example, we are privileged to welcome Home Care by Blackstone, Bayonne VNA, Total Care, and Caregiver’s

Growth is never by mere chance; it is the result of forces working together.

—James Cash Penney, Founder of JCPenney
Health Network to Almost Family. We have also added a terrific WI PC and VN team.

Clearly, we’ve created a culture that attracts the best and brightest. Lynne Hebert has joined our team as president of our Florida VN Division. Raj Kaushal became president of our SE VN Division. Zach Salem is our new director of operations, finance. Finally, Cindy Swisher, Kerri Pendley, and Mark Woodworth joined our PC team as state directors in KY, TN, and FL.

Each of these leaders comes to Almost Family with a strong passion for living our mission, vision, and values. Each one has a history of success in growing agencies through providing quality care and client experiences.

While there is much to be proud of, we know we must work to become even better. We want to execute our key priorities—quality, customer experience, growth, and execution—even more effectively. Our shared priorities for 2016 include:

1. **Growth.** We all know we *must* grow our agencies. This is core to our values and key to our success. We believe that growth (more admissions and increased census) affirms that we are living our mission, vision, and values. Our referral sources have many home care options, and they select us *only* because we provide quality, customer-focused care. Their confidence in us demonstrates that we are *improving* lives through home care. However, we are not performing where we need to be, and we are focused on turning this around.

2. **Developing Strategic Relationships.** We know the health care world is undergoing a massive shift. ACOs, Medicaid Managed Care, bundled models, and dual eligible programs have revealed huge needs in the patient care spectrum: smoother transitions from institutional care to home; better collaboration/communication among providers; fewer unnecessary ER visits, hospitalizations, and skilled nursing home admissions. The good news is that Almost Family is perfectly positioned to meet those needs—to be an ideal partner to other health care organizations.

Our care transitions coordination, HRH protocols, and use of SHP resources to improve assessments and care planning are big differentiators for us. They demonstrate that we are a strategic resource (and not just seeking referrals). Our coordination of care serves those who are dually eligible. Our ability to quickly detect and communicate changes in condition makes us an asset as well. As health care becomes more coordinated, it will be even more critical to articulate and demonstrate these capabilities. As we seek to develop crucial relationships, we must continually show that home care is an effective, efficient solution.

3. **Championing Our Mission, Vision, and Values.** We are thrilled with the teamwork that resulted in our updated core mission, vision, and values. These are the foundational beliefs, thoughts, and actions that ensure we *do* improve lives through home care. The entire operating team is committed to and aligned with our mission, vision, and values. This firm and grounded foundation is our biggest single strength and competitive advantage.

4. **Improving Measurable Quality and Outcomes.** With the Value-Based Purchasing Program, CMS has determined that home care providers (VN and PC) must become more *effective*. This is defined by improved outcomes and customer experience. Whether we’re working to improve VBP metrics or demonstrate success with our bundle partners or others, we will continue to show that we really are “fulfilling the promise of home care.”

5. **Operating to Our Models.** We know we must become more *efficient*, defined as reducing the cost of providing home care. We have fine-tuned the operating models in both VN and PC that enable us to deliver quality care/satisfaction in a cost-effective way. We know we will continue to be challenged to do more with the same or fewer resources. What we *must* do is make sure we operate to these models and reduce variability.

6. **Developing Our Team.** I’ve saved the top priority for last. We are a human services company. The most important asset is *us*. Our capability, commitment, and compassion matter more than ever. We must improve retention, develop our team, and more effectively recruit to support our growth. This includes asking for and acting on feedback through our employee engagement survey. It means conducting exit interviews with those who choose to leave or not join our team. It means developing and promoting internally. It means improving where and how we recruit new employees. There’s much more to come in the weeks and months ahead, but this is a snapshot of what we’re planning to create and nurture the best possible Almost Family team.

This is an exciting time to be in home care. I cannot imagine doing anything else or working anywhere but for Almost Family. Thank you for choosing to be a part of our family. It is a privilege to serve with you!
It’s great to have a vibrant company culture, engaged employees, new technology, and satisfied patients. These things are important, and together they make Almost Family a winning organization. Yet we must never forget what lies at the core of who we are: clinical excellence. High-quality patient care is the foundation for everything we do, and we must be rigorous in our efforts to continue providing it.

That’s why I am pleased to say we have had a year of meaningful progress in several areas related to clinical delivery of care: training, clinician competency improvement, on-boarding, accreditations, ratings, CMS changes, and quality outcomes. Let’s take a closer look at each:

Almost Family is JCAHO accredited. Our company has successfully completed the triennial JCAHO Accreditation Survey. We are proud to say we’re now accredited by this national quality organization. It involved a six-month process of preparations and surveys. All of our regions did an excellent job. Congratulations to all for the successful accreditation survey!!

We had a successful conversion to ICD-10. Over the past nine months, the entire health care industry experienced a major change in the diagnostic classification list. All medical coders and billers were required to move from ICD-9 to ICD-10. We are pleased to share that all of our 148 VN branches and 60-plus PC branches went through this historical change without any interruption or delays.

Kick off for ICD-10 training began in August 2015. Resource materials were given to the clinicians as well as office staff: ICD-9 to ICD-10 crosswalks, AFAM ICD-10 Resource Guides, access to A&P modules, and the ICD-10 Clinician Resource Booklet.

Clinicians were required to attend the System Review Assessment training and documentation/Q&A sessions that were held over a course of three months. Almost Family had an ICD-10 competency pass rate of more than 94 percent…very impressive!

We re-engineered our Performance Improvement (PI) methodology. Almost Family continues to aim for higher reliability in critical-clinical thinking and outcomes. To do this, we put tools and resources in place to help the DPS keep a thumb on the heartbeat of care and processes…a way to “inspect what is expected.”

We needed to make our data collection simpler and more streamlined. At the same time, we wanted to change behavior in a real and lasting way (and not have the re-engineering be perceived as “just one more thing to do”).

This new approach to PI began with 56 locations. Now all 148 VN locations are reporting/developing their PI the same way. All Performance Improvement tools and resources can now be found in Pathways Course/Resource library.

Value-Based Purchasing hit home—and 78 branches in three states have begun the journey. CMS began the HH-VBP demonstration project—the “Home Health” division of CMS’s Value-Based Purchasing initiative—on January 1, 2016, with nine states participating. Essentially, this means that Medicare is basing a portion of its payments on quality measures. Those providers that demonstrate specific improved outcomes are rewarded financially.

Almost Family has branches in three states currently participating in this CMS demonstration project:

- Florida: 30 providers/53 branches
- Massachusetts: 2 providers/5 branches
- Tennessee: 6 providers/21 branches

By Raj Kaushal, MD, Division President, Southeast VN

Improving Quality via Testing, Training, and Constant Improvement: The Tough Pathway to Excellent Clinical Care
Announcing CMS 5-Star Rating High Achievers: Q2 2016 Reporting (APPLAUSE!! APPLAUSE!!)

Congratulations to these Almost Family locations…what a great achievement!

Providers with 4.5 or 5 Stars

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We educated almost 8,500 employees via our Pathway Learning Management System. We believe education is the cornerstone of senior advocacy. Within the Pathway Learning Center, employees can now access onboard training and resource materials, meet annual training requirements, and complete competency assessments.

Pathway has a catalog that houses some 600 different course offerings. Clinicians can self-enroll in continuing education courses and track those hours with efficiency.

Also, Pathway is the online portal to all Almost Family’s policies, procedures, and forms through our Course and Resource Library. This library holds hundreds of documents that can be easily accessed and searched to help staff at all levels meet their day-to-day responsibilities.

Finally, we continued offering the DPS Academy to all directors using the CLASS system. It’s crucial that new hires be thoroughly trained in job responsibilities, branch operation, processes and procedures, and “day in the life of DPS” issues. This four-day program, held quarterly at the home office, includes hands-on experience and educational opportunities in these areas.

DPS Academy is a joint venture between Clinical Affairs and Operations. To date, 10 Academy sessions have been offered with 110 DPSs attending. Here are just a few of the comments we’ve gotten back on evaluations:

I truly enjoyed attending and felt enthusiastic about walking in the office this morning! Thank you!

Great overall!!! Academy is jam-packed with lots of good info and tools to take back to the office.

I learned how much I didn’t know yet. I felt the DPS Academy, as a whole, is way more important than any aspect of my orientation so far.

Undergoing training and staying accredited takes a lot of focused effort and diligence. We are grateful for all of our team members who work hard to keep up with the changes and meet the requirements of our industry. It’s this dedication that allows Almost Family to keep providing the excellent quality care our patients deserve.

By Doug Howell, Chief Human Resources Officer

A great company requires great employees. That’s why we must make it a priority to recruit the best people, develop them so they can do their best work, and keep them loyal to our team. I’m pleased to say that we’re doing just that. We’re committed to building a culture that attracts the brightest, most dedicated teams—and lately we’ve taken huge strides toward that goal.

The Human Resources Report: A Year of Staggering Growth
First, Almost Family grew by more than 40 percent during the past year, mostly due to four acquisitions in the second half of 2015. We added agencies and staff in New York (yes, a new state!), New Jersey, Massachusetts, Ohio, and Florida—not just in Home Health, but in our Innovations Groups as well. During this time we welcomed more than 4,000 new employees to our family. Already in 2016, we’re adding Wisconsin to the fold, and we’re surely not done!

Our HR team has an ambitious improvement agenda for 2016 and beyond, driven by employee survey input. HR initiatives are under way this year to help Almost Family:

- **Grow and nurture better leaders.** We’re working to more clearly define our management roles and the skills managers will need to lead our markets.

- **Get a handle on pay issues.** We’re creating a compensation system to support our rapid growth and increased need for structure and consistency.

- **Rev up our bench-building efforts.** We’re in the process of refining and expanding our recruitment and retention processes in response to tighter employment markets and a growing demand for services.

Also, we look forward to another great Leadership Orientation in 2017. Each year for the past four years, 85 to 90 leaders have attended this event. It allows new directors and other leaders in all of our divisions to meet the department heads and immerse themselves in Almost Family’s core beliefs. Leaders consistently report that this event (which is regularly adapted based on evaluation feedback) gets them started on the right foot.

Finally, we’re exploring ways to improve and expand educational capabilities for staff and management. Our goal is to bring new learning and development opportunities—whether they’re clinical, business, or leadership driven—to people where they work and live.

There’s never been a more exciting time to be part of Almost Family. We are remaking ourselves from the inside out. We in Human Resources are pleased to be on board for this adventure. We hope you feel the same way…and that you’ll think about asking a few colleagues to join you!
The HCI Group leads the evolution of our patient-centered services. It’s a big job and, frankly, one that’s getting bigger and more complex by the day. We’re coming off a year of rapid growth in both the number of service offerings we provide and the number of patients we serve. Our department’s most important mission? Leading the Technology Transformation Team.

Like every department here at Almost Family, we are mindful of the fact that engaging the patient is Job One. And while it may seem surprising to some, technology is a powerful ally in achieving this goal. We are always seeking technology solutions that help us better engage patients and more consistently provide high-quality clinical care.

The use of technology in the delivery of health care is evolving rapidly. Our goal is to stay at the leading edge of that evolution. One of our biggest initiatives is our point-of-care technology rollout. You’ll read more about this in a separate feature article we’re including in this newsletter.

For now, here are some other notable goals we’re working on through our focus on technology:

Helping Physicians Help Patients. Almost Family acquired Imperium (ACO management) and NavHealth (health care data analytics), which share a focus on helping doctors deliver high-quality health care to Medicare patients at a reduced cost. At the core of each business are care coordination and practice management solutions supported by clinical data to help doctors to improve patient outcomes.

Enabling Better Patient Assessments. Being true to our service vision of senior advocacy means basing all care on the best-informed, highest-quality patient assessments possible. That’s why Almost Family has acquired two companies that focus on technology-enabled assessments. Ingenios Health brings proprietary assessment technology, along with ARNP clinicians, to the home setting for patients in Medicare Advantage, commercial, and Medicaid programs. Long Term Solutions (LTS), the most recently acquired assessment business, serves patients with a nationwide RN clinical workforce for the long-term insurance and commercial markets.

The assessments division has experienced unprecedented and substantial growth, and HCI’s footprint now comprises all 50 states.

Reducing Fraud and Supporting Insurers. HCI has diversified into several new business lines in different geographies, including commercial, Medicaid, and long-term care. New offerings within these segments include WeTrack and WeServe, two technology-driven solutions unlocking value for our clients in difficult areas. WeTrack provides digital verification of services within the non-home agency segment of long-term care beneficiaries in order to reduce fraud. WeServe reduces time and effort for insurers verifying licenses for caregivers aiding claimants.

The success of our technology transformation will allow for more collaboration, new service offerings, and growth opportunities for us all.

The next year will be very busy and exciting as we hope to begin the “rollout” of the first elements of our new technology, test our new service offerings, and support our mission to become better servant advocates to our seniors.